HOSTAGE NEGOTIATION

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Objectives

- To understand the different types of hostage situations, their psychological profiles, and the motivation for their demands
- To understand the different categories of hostages
- To understand the Stockholm Syndrome

Objectives (cont.)

- To be familiar with the principles and goals behind hostage negotiation
- To have an understanding of what is negotiable and what is discouraged in a hostage situation, and why
- To learn about the role of the Hostage Negotiation Consultant during and after the hostage situation

Introduction

- Who is the Hostage Negotiator?
- Why a mental health expert on the team?
- Who is the client?
  - The hostage rescue Team Chief
  - The hostage-taker
  - The victims (hostages)
  - The relatives of the victims

History

- Principles derived from Combat Stress treatment experience
- 1972 Munich Olympics
- NYPD pioneers development of Hostage Negotiation program under Harvey Schlossberg, Ph.D.
- Tested with success in January 1973

Hostage Situation Types

- Criminal
- Domestic
- Terrorist

Criminal Hostage-Takers

- Typical Profile
  - Antisocial
  - Inadequate
  - Immature
- Demands
  - Callous
  - Exorbitant

Domestic Hostage-takers

- Typical Profile
  - Mood disorders
  - Thought disorders
  - Substance Abuse
- Demands
  - Inconsistent
  - “Strange”

Terrorist Hostage-takers

- Typical Profile
  - Leader: Ideologue, intelligent, ruthless
  - Followers: Inadequate, immature, sexual problems, “losers”
- Demands
  - Demonstrate Impotence of constituted authority (political)
  - Coercion

Hostage Types

- “Effectives”
  - May take independent action
  - Potentially dangerous to the group
- “Ineffectives”
  - Usually hysterical or agitated
  - Irritating pose a danger to themselves
- “Dependents”
  - Do as told, develop Stockholm Syndrome

Stockholm Syndrome

- Definition:
  - The development of positive feelings toward the captor by the hostages, and the reciprocal engendered positive feelings toward the hostages by the captor

Stockholm Syndrome - Impact

- Increase the likelihood of survival (good)
- May foster negative relationship toward rescuers/negotiators by hostages (bad)
- Overall, should be encouraged by negotiators to improve survival chances and bargaining power with captors

Hostage Survival

- Survivors
  - Had faith in themselves and their government
  - Established routines
- Succumbers
  - Felt abandoned and forgotten (hopeless)
  - Suspended activities

Hostage Survival (cont.)

- Survivors
  - Contained their hostility
  - Projected image of mature stability
- Succumbers
  - Acted out aggression
  - Acted immaturely

Hostage Survival (cont.)

- Survivors
  - Maintained a mentally superior attitude
  - Used creative fantasy to fill the hours
  - Used rationalization
- Succumbers
  - Pitied self
  - Dwelled on the situation
  - Despaired

Hostage Survival (cont.)

- Survivors
  - Sought flexibility and used humor
  - Blended with peers
- Succumbers
  - Behaved more obsessive-compulsively
  - Stood out as resistant or over-compliant

Negotiation Principles

- Contain, isolate, and negotiate
- Contain, isolate, and demand surrender
- Use chemical agents to flush out
- Use sharpshooters
- Assault the barricaded hostage-taker

Negotiating

- Only one person should be talking to hostage-taker (Negotiator)
- Negotiator should be competent and confident
- Negotiator should remain the same person throughout negotiation process
- Negotiator should be junior level

Negotiating (cont.)

- Time is on Negotiator’s side
- Negotiator needs as much information as possible regarding what is available to work with, options, and resources, as well as information on hostages and hostage-takers
- Negotiator works to foster development of Stockholm Syndrome

Negotiation Goals

- Preserve the lives of hostages, public, rescuers, and hostage-takers
- Apprehend hostage-takers
- Recover and protect property
- Minimize trauma
- Contain hostage situation, limit collateral dame, prevent recurrence

In Terms of Demands

- Encouraged
  - Food
  - Water
  - Amenities
  - Medical Aid
- Negotiable
  - Money
  - Conveniences

In Terms of Demand (cont.)

- Situational
  - Media coverage
  - Transportation
  - Alcohol
- Discouraged
  - Weapons
  - Exchanges of hostages

Mental Health Role

- Act as *Consultant,* not negotiator
- Examines all options available to situation and offers reasonable advice/alternatives when called for
- Keeps focus of team on track
- Review records of captors and captive (if available) for potentially useful history of other information

Mental Health Role (cont.)

- Clinically assesses and monitors the emotional and mental state of all players involved as well as can be determined and offer observations and informed advice as indicated
- Looks for signs of fatigue, stress, poor judgment, hopelessness, irrationality
  - AVOIDS MAKING PREDICTIONS

Mental Health Role (cont.)

- Offers therapeutic interventions when indicated during and after hostage situation
  - Acute stress management
  - CISD, defusing, demobilization's
  - Arranges follow-up interventions and treatment
  - BICEPS principles, generally avoid meds

Mental Health Roles (cont.)

- Important
  - Avoid criticism of team actions during negotiation, but be honest in your appraisal post event through feedback, after-action reports, lessons learned, etc.
  - Realistic training a must - coordinate with essential base agencies and be involved in exercise scenario planning

Summary and Discussion

- “Do no harm”
  - *Hippocrates*
- “Never try to appeal to a man’s better nature - he may not have one
  - *Robert Heinlein*